



HEROES of 'safe and well'

HESS excellence through Culture Essentials

Talking Points: HESS Near Miss Reporting

THE NEW HESS FEEDBACK STATIONS ALLOW NEAR MISS REPORTING ACROSS ALL OF HESS

NOTES FOR MANAGERS AND SUPERVISORS

Brief your teams on reporting HESS near misses. Emphasise that every near miss is an opportunity to learn. The more near misses reported, the safer we are. The session should be an informal discussion, in groups of no more than 10.

A NEAR MISS IS AN EVENT THAT COULD HAVE CAUSED DAMAGE, ENVIRONMENTAL HARM, INJURY OR SECURITY THREAT, BUT ON THIS OCCASION DID NOT.

A near miss can occur in any of the HESS disciplines - some examples include:

Health:

- A colleague doesn't wash their hands properly, which could have caused them to catch norovirus
- A surface is not wiped down properly.

Environment:

- A syringe is found in the domestic waste, in breach of the garbage management plan
- A crew member spots an oil leak on deck, under a tender. They clear it up before it enters the sea and causes environmental damage or an injury
- Used plastic and other materials are found discarded on deck. They are cleared before they can be lost to sea.

Safety:

- A falling object or unsecured equipment narrowly misses hitting crew and passengers
- A crew member slips on water leaking from a tap but does not fall over or injure themselves
- Two crew members collide on the stairs, but both stay on their feet and are uninjured.

Security:

- A bag is left unattended but collected by a Guest or crew member shortly afterwards
- A computer is left unlocked
- A Guest threatens to assault a crew member but walks away
- A colleague stops a passenger as they are about to walk into a crew area.

REPORTING A NEAR MISS

- To report a near miss, fill out a card from the HESS feedback station and post it in the box. (Tell your team where the nearest feedback station is)
- It's important to report near misses because even though no harm was caused on this occasion, we may not be so lucky next time. If you make a report, steps can be put in place to prevent the problem from happening again
- Anyone can complete a report (even if you were not involved). Reporting near misses is an important part of your job
- Don't leave it to someone else to report, take responsibility for yours and others' health, safety, security and our environment
- You could be rewarded for reporting near misses, as we recognise those that contribute to improving our HESS culture in the Brand awards programme
- If you observe a serious HESS near miss you should also report this to your line manager as well as completing a card
- Any questions? Speak to your safety or environmental officer.

TEAM DISCUSSION

- What is the difference between an incident and a near miss?
- What was the last near miss you saw? Could it happen again?
- Why is it important to report near misses?
- Why might someone not report?
- How do you report a near miss?

Tip: Try not to accept yes or no answers - let crew elaborate on their responses.

Remember, the more interactive the discussion the more likely crew are to remember the key messages.



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Talking Points: Take a minute to Think SHARK

THINK 'SHARK' BEFORE I START A TASK OR MAKE A DECISION

NOTES FOR MANAGERS AND SUPERVISORS

The majority of our accidents and incidents could be prevented by thinking about the risks before starting a task. This simple process will help us minimise harm to our people. This session should be an informal discussion, in groups of no more than 10.

Think
'SHARK'

Think 'SHARK' is all about knowing the risks and taking a minute to stop and think before you start.

It's easy to get complacent in the work we do but things can change and it only takes a lapse in concentration for an accident or incident to happen.

If everyone takes a minute to stop and Think 'SHARK' before every task, no matter how routine, we will all work safely and prevent accidents and incidents onboard. Think 'SHARK' can be used to consider Health, Environment, Safety and Security risks.

Any questions? Speak to your supervisor or safety officer.

Remember, we recognise and appreciate safe behaviours. You will not be in trouble if you stop a task because you have HESS concerns.

It is my responsibility to follow the Golden Rules

EMPOWER

SPEAK UP

- Fit and well
- Be prepared

- Challenge

Golden Rules

Heroes of
'safe and well'

LISTEN & LEARN

RESPECT & PROTECT

- Right skills
- Report

- Think 'SHARK'
- Protect the environment

COMMUNICATE

IMPROVE

- Eyes open

- Work right
- Permit to work

Health Environment Safety Security



SHARK SPOTTING CHECKLIST

Stop and Think:

- Do I understand how to do this task safely?
- Are there any security concerns?
- Do I have the right equipment?
- Am I trained?
- Is there a risk assessment?
- Is there safe access?
- Is there potential for environmental damage to be caused?
- Do I need a permit to work or lock-out, tag-out?
- Do I need to do anything differently because of COVID?

Hazard Spot:

- Is the area clean and tidy?
- Are there any trip or slip hazards?
- Are there any other hazards? (e.g. working at height / electrical / confined space)
- Does poor weather pose a risk?
- Is the area secure?

Assess Risks:

- Is PPE required?
- Are barriers / warning signs required?
- Is the environment protected?
- Is it safe to continue or are further controls needed?
- Do I need help from my supervisor?

Keep Safe:

- Can I ensure the task remains safe and secure?
- Am I empowered to stop the task and speak up if I have concerns?
- Do I know how to report near misses, so we can prevent injuries?

TEAM ACTIVITY

- Ask each person to write down a situation where someone may be tempted to 'risk it' (make it clear they won't get into trouble)
- Put all comments in a hat, draw one at random and ask the group to discuss the root causes
- Continue to draw out each comment and discuss in turn.



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Talking Points: HESS Feedback Stations

THE NEW HESS FEEDBACK STATIONS ALLOW NEAR MISS REPORTING ACROSS ALL OF HESS

NOTES FOR MANAGERS AND SUPERVISORS

The Safety feedback stations have been updated to cover all areas of HESS. In addition, some new feedback areas have been introduced. Please brief your teams on the new feedback stations. Tip: If you have a large team it may be best to run a couple of sessions so that you are briefing teams of no more than 10 at one time.

Explain to your team:

- We are on a HESS culture journey. It is the Company's goal to move our HESS culture from compliance through commitment
- To help with this, the Safety feedback stations have been updated to cover all areas of HESS. In addition, some new feedback areas have been introduced
- HESS stands for Health, Environment, Safety and Security
- We can all be Heroes of 'safe and well' by speaking up about HESS concerns and / or improvements.

There are four areas which are now included on the HESS feedback station.

HESS conversations

You will be familiar with Safety conversations - we are expanding this programme to cover all elements of HESS. The concept will be the same, but the topic could include any of the four HESS areas. It should be a one-to-one workplace based conversation which positively reinforces the right behaviours.

HESS Bright ideas

Submit your ideas and suggestions for solving any problems you see on a regular basis, so we can improve things for everyone. Your idea could help your colleagues on your ship and across the fleet.

HESS Heroes

Nominate your colleagues for their hard work in any of the HESS areas. These nominations will be fed into the Brand award programmes so good HESS performance can be recognised.

Feedback poster

This poster shares some of the key learnings from the previous month. Remind your teams to read this section of the board to see trends and actions taken following feedback.

HESS near misses

A near miss is an event that could have caused damage, environmental harm, or injury but on this occasion did not. Reporting near misses allows us to put in measures to stop the hazards becoming an injury or incident - see the following examples:

Health: A colleague doesn't wash their hands correctly, which could have caused them to catch norovirus.

Environment: Used plastic and other materials are left on deck. They could have fallen into the sea, but on this occasion, did not.

Safety: Two crew members collide on the stairs. They both stay on their feet and are unharmed.

Security: A crew member stops a Guest as they are about to walk into a crew area.

TEAM DISCUSSION

By working together, sharing our knowledge, ideas and expertise, we can only get better and safer.

- Why is it important to have regular conversations about HESS? What sort of things could you talk about?
- What makes a 'HESS Hero'?
- How would you feel if something you suggested changed the way we work for the better?
- Why is near miss reporting described as fact finding, not fault finding? Discuss why it's important that we don't look to blame.

TEAM ACTIVITY

- Ask the group to think of something on board or in their area that could be made safer or healthier
- Brainstorm ideas in small groups or pairs and ask people to present back how they could solve this
- Decide how you, as a group, can work together to put in place any solutions and submit a bright idea card!